

**Program for Climate Smart
Livestock Systems (PCSL)
Futures Workshop**

ETHIOPIA | MAY 2021





**“Thinking about
the future
is not easy.”**

— WORKSHOP PARTICIPANT

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The PCSL workshop in Ethiopia

The International Livestock Research Institute (ILRI) is implementing the Program for Climate Smart Livestock (PCSL) in Kenya, Uganda, and Ethiopia. PCSL is designed to build the capacity of governments, the private sector, and livestock keepers towards improving livestock productivity, reducing greenhouse gas emissions while adapting to climate change. In May 2021, ILRI held a hybrid (in-person and virtual) workshop with relevant stakeholders to discuss potential transformative pathways for the livestock sector in Ethiopia.

PARTICIPANTS

The workshop brought together 12 Ethiopian stakeholders representing a variety of organisations, including government ministries, the private sector, NGOs and research institutes.

FORMAT

The 1-day workshop was carried out in a hybrid physical (67% of participants) + virtual (33% of participants) format. Digital tools were used for gathering individual reflections ([Mentimeter](#)).

The workshop activities and outcomes are outlined in the following pages. They draw a lot of inspiration from the [Futures Thinking Playbook](#) by Kate Bishop King (2017) and the [Three Horizons Framework](#) as applied by Bill Sharpe and colleagues (2016).

REPORTING BACK

This report shares the workshop methodology and exercises carried out, as well as the key outcomes.

Benefits of future thinking

Thinking about the future helps us consider what's possible. In thinking about what might happen, we can prepare for potential challenges and maximise the opportunities.

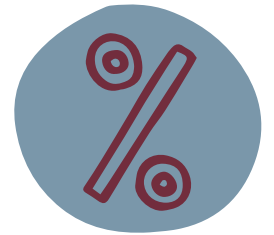


Types of futures

When thinking about future scenarios, there are 3 categories:

PROBABLE

Likely



POSSIBLE

Not as likely but not impossible



PREFERRED

What I want



Views of the future¹

We all think about the future differently. This is a good thing as we open each other to new ways of thinking and are able to contribute in different but ultimately complementary ways.

INDIVIDUAL EXERCISE

Look at the following two sets of statements. For each set, select the statement that you most resonate with.

Combine the letters at the end of the two statements you selected and use this combination to discover your view of the future, on the following pages.



What will happen in the future is mostly set and will follow the path we're already on. (A)



The future holds many possibilities and is not yet determined. (B)



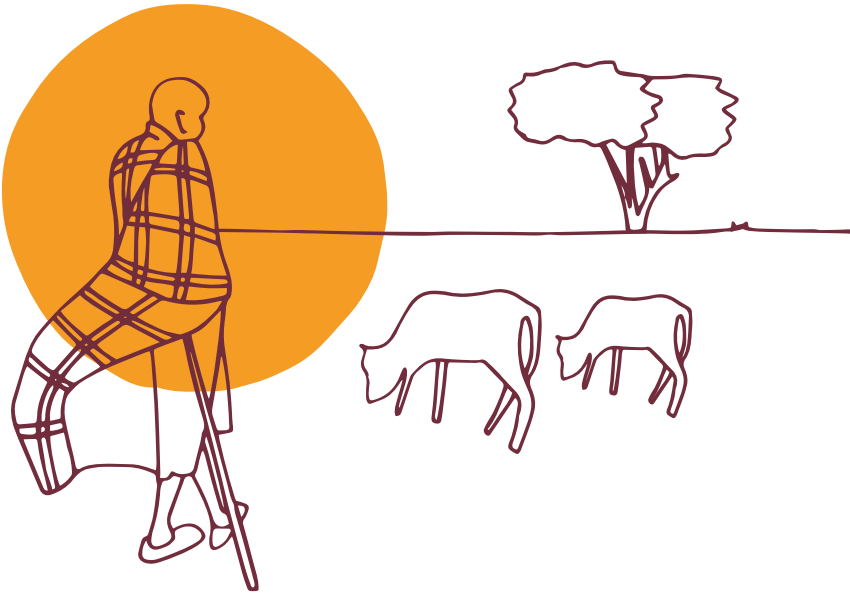
We each don't have much individual influence over what the future will be. (C)



We each have a great deal of individual influence over how the future will be. (D)

1. This exercise was replicated from King, K.B. 2017. *Futures Thinking Playbook*.

Views of the future



AC:

The observer

Observers can often see what is happening around them better than others and are willing to go with the flow.

Observers watch what is happening around them and see how all the pieces fit together to set us on a path toward the future. People with this future personality type believe that we can notice what will happen if we just pay attention. They believe their role is to watch out for the future but not necessarily to shape it.



AD:

The navigator

Navigators are often confident and decisive and want to limit the amount of uncertainty in a situation.

Navigators know where the ship is headed, but they also know that we each have to take individual actions to make sure the trip goes smoothly. People with this future personality type believe that the future is not yet determined but that it will unfold on its own; our individual actions do have an influence on how it turns out.

Views of the future



BC:

The explorer

Explorers are often dreamers and can see the best in many types of situations.

Explorers see a wide range of possibilities and are willing to go with any that come along. People with this future personality type believe that the future is not yet determined and that our individual actions don't have much influence over how the future turns out.



BD:

The mapmaker

Mapmakers are often imaginative, optimistic, and strong leaders, ready to take charge.

Mapmakers have the entire ocean in front of them and make decisions that will determine where the ship ends up. People with this future personality type believe that the future is wide open with possibilities, and that our decisions and actions determine how the future turns out.

Thoughts about the future

INDIVIDUAL EXERCISE

Participants were asked to state a word that best describes how they think about the future.

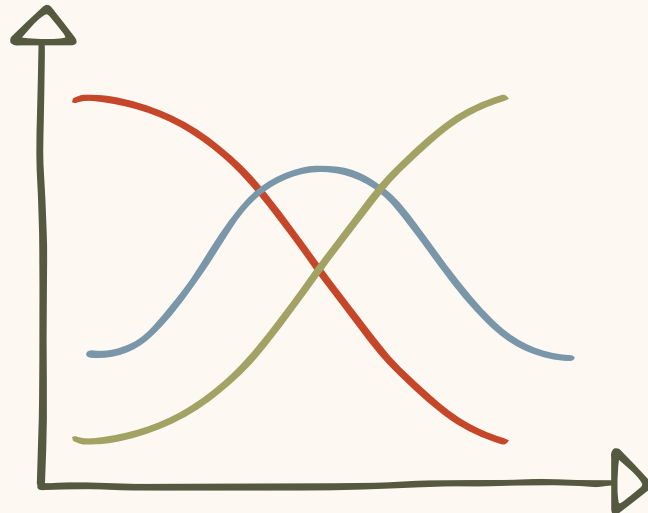


The group got off to an optimistic start, with the overwhelming response being “promising”. However, other words shared, such as “challenging”, “uncertainty” and “suspenseful”, showed an underlying sense of apprehension.

The Three Horizons Framework²

Thinking about the future challenges us to think differently. A lot is unknown, and it's likely a lot will change, so we are forced to use our imagination in trying to prepare ourselves for different scenarios.

The Three Horizons Framework is useful to help us take this conceptual journey.



1ST HORIZON

We look at our current situation: worldviews, patterns, assumptions, information, infrastructure.

3RD HORIZON

We imagine future worldviews, ideas, patterns and innovations and consider what seeds there are for these in the present moment.

2ND HORIZON






What steps, explorations and experiments could take place in the near future to move us from the 1st to the 3rd horizon?

In looking at the past and considering the possibilities, what actions can create a bridge from our present to our desired future?

² Sharpe, B., A. Hodgson, G. Leicester, A. Lyon, and I. Fazey. 2016. [Three horizons: a pathways practice for transformation](#). *Ecology and Society* 21(2):47.

Introducing STEEP

The STEEP checklist is useful in helping us think about the different areas of our lives where change has happened and will occur.

STEEP:		Examples of factors that might create change in each of these areas:
	Society	Cultural traditions
	Technology	Tools and innovations
	Environment	Climate change
	Economics	Employment opportunities and the business climate
	Politics	Policy change



**“ Thinking about
the future is
an opportunity.”**

— WORKSHOP PARTICIPANT

The Third Horizon

Participants were organised into groups to craft the third horizon and explore the question:

What does a climate smart and sustainable livestock system in Ethiopia look like to you?

GROUP EXERCISE

Step 1:

Introductions.

Step 2:

Quiet reflection, choosing 3 of the 5 STEEP areas to describe a smart and sustainable livestock system for Ethiopia in 2050.

- Write down one thing you'd definitely like to see happen in the future.
- Write down one thing you'd like to stop from happening in the future.

Step 3:

Group discussion of reflections.

- What are the similarities? Group them.
- Note the differences.
- Discuss and reach a consensus on this vision of a smart and sustainable livestock system for Ethiopia in 2050.

Break

Step 4:

What is happening right now? What organisations, technologies and movements from around the world could help us get to our vision of the future?

Identify seeds in the present and things that need to grow for this future to emerge.

Step 5:

Craft the following, from this future:

- 2 headlines/tweets
- A statistic

Also, come up with a name for your group that speaks to the future you've crafted.

The following pages include highlights from the different groups' discussions.



Tweets from the Third Horizon

There were a wide range of possible futures that were described in each of the groups. The following 'tweets from the future' lay out these very different opportunities and threats as perceived by the participants.



The Third Horizon



Boran

Group 1

SOCIETY:

- Food security achieved.
- Climate change understood across the value chain.

TECHNOLOGY:

- Indigenous breed improvement increases productivity.
- Increase in climate-smart agricultural systems.
- Greater access to technology.

ENVIRONMENT:

- Production increases with a decrease in land size and decrease in environmental footprint.
- Reduced greenhouse gas emissions: decrease in highly emitting livestock and an increase in low emitting livestock.
- Reduced vulnerability of pastoral areas.

ECONOMICS:

- More productive livestock – enhanced productivity with a reduced livestock population.
- Market-oriented livestock production.
- Livestock contributes to an increase in GDP.

POLITICS:

- Expanded carbon trading and compensation.

The Third Horizon



Climate-informed investments for people-centred livestock development

Group 2

SOCIETY:

- People-centred approach to livestock.
- Livelihood diversification for vulnerable groups.
- More women's empowerment.
- More focus on pastoral areas.
- More goats.

TECHNOLOGY:

- Improved breeding practices, including a shift to hybrids.
- Drought and disease resistant livestock.

ENVIRONMENT:

- Crop-livestock integration in the highlands.

ECONOMICS:

- Market linkages and infrastructure to promote value addition.

POLITICS:

- Government gives importance to the development of the livestock export sector.

Future visions

There were several commonalities between the groups and the following key points have been synthesised from across all the groups.



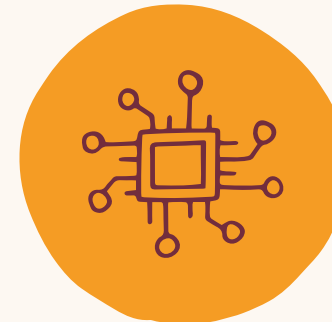
RAISED AWARENESS

Climate change is understood across the value chain, as are climate-smart practices.



A PEOPLE-CENTRED APPROACH

More focus on vulnerable groups including pastoralists and women. Interventions take into account social, cultural and economic barriers. Livelihood diversification is encouraged.



BETTER KNOWLEDGE AND TECHNOLOGY

An increase in and greater access to technology, including that which supports more climate-smart agricultural systems and reduced vulnerability of pastoral areas. Food security is achieved.

Future visions



BETTER BREEDING

Improved breeding practices. Indigenous breeds improved and stations for conservation of indigenous breeds established. Livestock are drought and disease resistant and more productive.



EFFICIENT AND CLIMATE-SMART PRODUCTION

Greater productivity achieved with fewer, smaller livestock, with less land required. The reduced environmental footprint includes a reduction in greenhouse gas emissions.



LIVESTOCK POTENTIAL REALISED

Livestock production is market-oriented and value addition is promoted. With livestock making a significant contribution to the GDP, the government is compelled to prioritise development of the sector. This includes a bigger budget and investments in infrastructure and technology.

Seeds

The following are some of the key seeds identified by the groups – things that can be built on, for the 2050 visions to emerge.

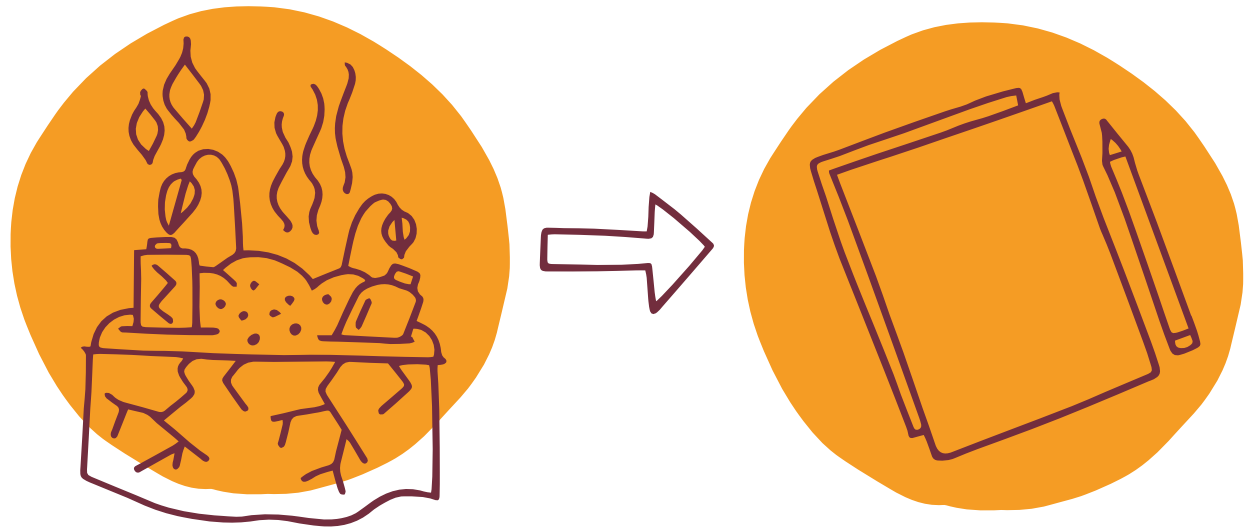
- Agriculture and Rural development policy.
- Feed strategy.
- Livestock breeding policy.
- Livestock Master Plan and Roadmaps
- National Adaptation Plan (NAP), Climate Resilient Green Economy (CRGE) strategy, Nationally Determined Contribution (NDC).
- Policy (National Bank of Ethiopia (NBE) recognises movable assets as collateral).
- Livestock improvement strategy.
- Conducive policies and strategies for population, environment, economics, agriculture and land use regulation.
- Climate smart/sensitive and market-driven livestock production.
- Ministry of Agriculture shifts focus to small livestock producers
- Working with NGOs promoting agricultural development, such as Farm Africa and Partnership for Pastoralist Development Association.
- Creation of market linkages and infrastructure to encourage value addition.
- Breed conservation.




Lunchtime Contemplations

Participants were asked to think about the following, in preparation for the post-lunch session of the workshop:

1. A big challenge that we need to overcome in the present to get to this future
2. A policy that currently exists that could help us get to this future





**“ Thinking about
the future is
difficult but can
be managed.”**

— WORKSHOP PARTICIPANT

The First Horizon (challenges)

Brainstorming present challenges.

SOCIETY:

- Lack of capacity development.
- Little focus on people's socio-economic situation.
- Mindset amongst livestock producers that quantity enhances their social status: resistance towards decreasing cattle populations.
- Pastoralist projects have a low impact and there is low community involvement.
- People don't want to go outside their comfort zone.

TECHNOLOGY:

- Lack of value addition due to challenges accessing technology.
- Pastoralists don't have access to technology to manage climate change.
- Lack of human capacity development, e.g. training people to implement technologies.
- Mechanisation barriers.
- Effectiveness of green technologies in question.

ENVIRONMENT:

- Deforestation and land degradation.
- Drought and shortages of feed and water.
- Open grazing leading to higher emissions.

The First Horizon (challenges)

ECONOMICS:

- A need for livestock diversification.
- Lack of financial resources for smallholders.
- Lack of effective and sustainable funding mechanisms.
- Limited market access.

POLITICS:

- Low efforts towards change from stakeholders.
- Lack of coordination and integration amongst stakeholders, including between different development initiatives, leading to fragmentation.
- Limited health services.
- Weak infrastructure.
- Programmes and projects are short-term.



**“ Thinking about
the future
is challenging
but necessary.”**

— WORKSHOP PARTICIPANT

The Second Horizon

Next, participants were asked to think about 'What if?'

What if something were to happen that changed their identified trend for the better? What could that something be?



GROUP EXERCISE

Somebody starts by asking :What if... <the something they came up with>?"

The next person builds on this vision, saying: "yes and then what if..."

The next person continues to build on the vision, "and then what if..."

This continues for as long as possible within a 15 minute period.

GROUP EXERCISE

Participants returned to the same groups they had formed in the first half of the workshop.

First, everybody had a chance to present their homework – their policy idea.

Thereafter, as a group, they were asked to look at all the ideas and consider:

- How the policies can contribute to getting to the future.
- What else needs to change?
- How can we overcome present challenges?
- How can we help the seeds to grow?

The following pages include a snapshot of ideas from the different groups.

Better systems



Boran

TECHNICAL

- Conduct a technology needs assessment (TNA).
- Expand and improve access to relevant technologies for livestock production.
- Strengthen the use of green technologies.
- Improve water harvesting technology.
- Better access to improved genetics, e.g. using Artificial Insemination.
- Raise awareness of technologies amongst pastoralists.
- Strengthen multi-hazard early warning system.
- Create a pluralistic extension system.
- Increase capacity building.
- Carry out more – and participatory – research.

- Demo customised pilot initiatives on Climate Change/mitigation.
- Enhance telecommunications.
- Encourage specialisation.
- Create a Telebirr platform (mobile money).
- Enhance research and development.

ENVIRONMENT

- Define a carrying capacity of livestock per land area.

POLICY

- Create a livestock intensification policy.
- Create a land policy which is suitable for agriculture and animal husbandry.
- Create incentives for change.
- Make appropriate policy revisions.
- Create risk transfer strategies.
- Guidelines for climate smart livestock.

- Create a specific sectoral strategy for livestock and climate change.
- Climate Resilient Green Economy (CRGE) strategy.
- Establish a monitoring and evaluation system.

OTHER

- Give priority and increase access to climate financing.
- Establish better resource mobilisation.
- Develop market and infrastructure for livestock and livestock products.
- Build on local knowledge.
- Integrate livestock with other agricultural activities.
- Facilitate better networking, coordination of and cooperation between stakeholders.

Interventions informed by research



Climate-informed investments for people-centred livestock development

TECHNICAL

- Increase research on pastoralism.
- Create breed conservation stations.
- Gather better evidence of improved practices.
- Work with universities to carry out research and interventions.
- Promote the use of mobile money systems.
- Consult pastoralists on technologies.

POLICY

- Livestock Master Plan and roadmap.
- 10 year development plan.

OTHER

- Cut out middlemen in the pastoral value chain.
- Scale chicken genetic gains programme.

Second horizons summarised



IMPLEMENTATION

The Livestock Master Plan and road map should be implemented. This will enable the scaling of successful programmes such as the chicken genetic gains programme.



TECHNOLOGY UPGRADES

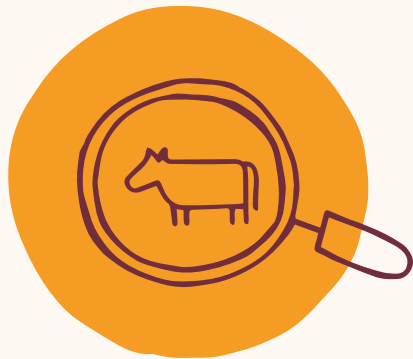
A technology needs assessment should be conducted, consulting stakeholders including pastoralists. This will facilitate the improvement of technologies relevant for livestock production including water harvesting technology; genetics; and hazard early warning systems.



CAPACITY BUILDING

Improved and expanded technological opportunities require the training of people to implement them.

Second horizons summarised



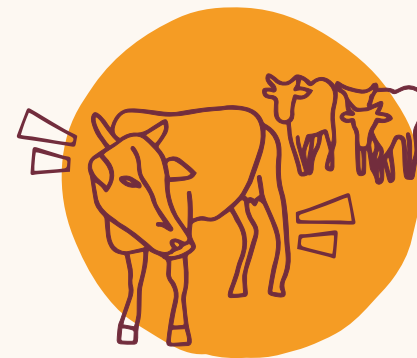
BETTER RESEARCH

In general, more emphasis needs to be put on research, including gathering better evidence of what's working. University partners can be brought in to assist with this.



PASTORALIST FOCUS

An increase in research is needed, to both identify and build on local knowledge but also to better understand cultural and socio-economic factors that inhibit attitude and behaviour change. In addition, people need to be given incentives to change.



LIVESTOCK INTENSIFICATION

The importance of livestock productivity over livestock quantity should be promoted, addressing cultural resistance.

Second horizons summarised



LAND USE

Livestock production should be integrated with other agricultural activities, including in the highlands. A land policy should be crafted to address agriculture and animal husbandry.



MARKET ACCESS

There needs to be an improvement in infrastructure, allowing for more value-addition and access to markets.

Second horizons summarised



FINANCING CHANGE

Climate financing opportunities should be increased and given priority. In addition, access to mobile money technology can help mobilise resources to marginalised groups.



WORKING TOGETHER

There needs to be more horizontal and vertical networking, coordination and cooperation between all stakeholders, both in the public and private sectors.

Revisiting thoughts about the future

INDIVIDUAL EXERCISES

At the end of the workshop, participants were asked once again to state a word that best describes how they felt about the future.



A word cloud visualization of responses. The word 'promising' is the largest and most central, rendered in a dark maroon color. To its left, the word 'encouraging' is written vertically in a light grey font. Above 'promising', the words 'bright' and 'possibility' are displayed in a medium-sized maroon font. Below 'promising', the word 'opportunities' is written in a green font. To the right of 'promising', the word 'possible' is written vertically in a light grey font.

bright possibility
promising
opportunities
encouraging possible

“Promising” remained as the predominant feeling but this time, all of the other sentiments were equally optimistic!

Revisiting thoughts about the future

INDIVIDUAL EXERCISES

Participants were then asked to write down three things they could do to bring about their preferred future.

Three actions

Participants were then asked to write down three things they could do to bring about their preferred future.

The following are just some of the actions pledged:

- Capacity building
- Climate smart practices
- Collaboration
- Conserving the environment
- Continue lobbying for attitude change when it comes to climate change
- Education
- Environmental protection
- Focus and consistency regarding how we move forward
- Harmonisation between stakeholders
- Identifying and measuring the impacts of climate change
- Improve climate financing
- Make policy recommendations
- Massive input from stakeholders
- Raising awareness
- Resource mobilisation
- Setting pathways and end-goals
- Technology adoption and generation
- Use all our opportunities


Revisiting thoughts about the future

Thinking about the future


Lastly, participants were asked to complete the following sentence:

Thinking about the future, is...


The responses included:




Challenging but necessary



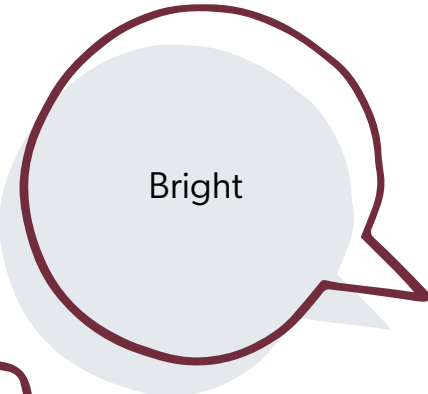
Hopeful



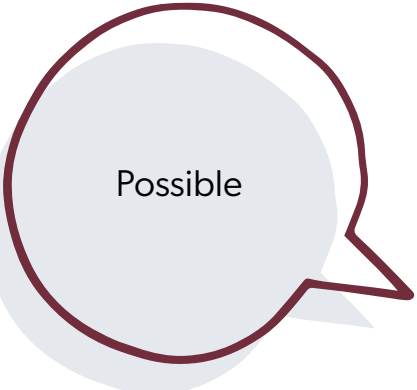
Not easy



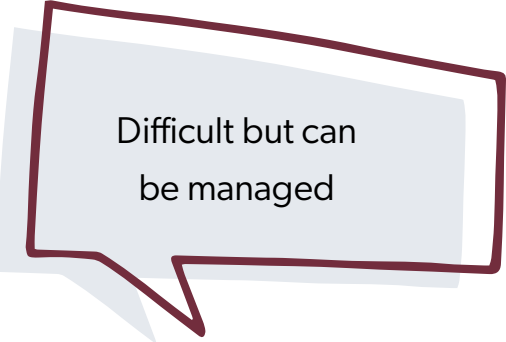
An opportunity




Bright



Possible



Difficult but can
be managed

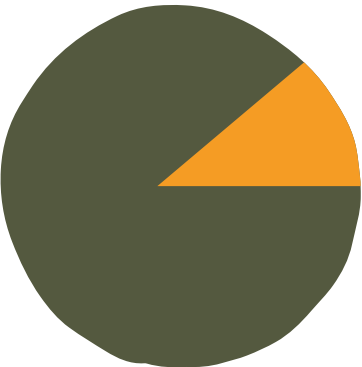


Bright, with hard work

Workshop impact and feedback

FEELINGS ABOUT THE FUTURE

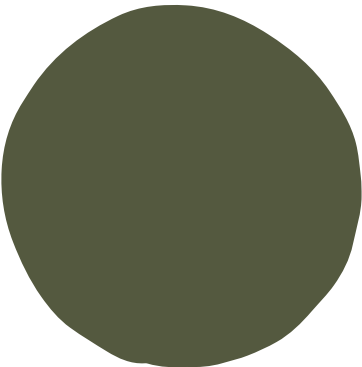
This workshop made me feel more/less positive about the future of livestock production.



- More positive
- No Change

LEARNING

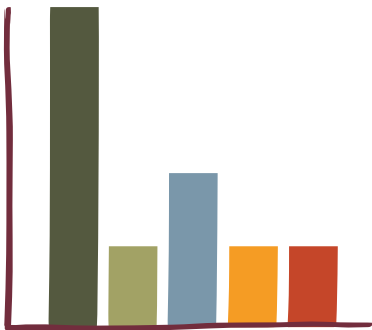
I learned something new and useful from this process.



- Yes

APPLICATION

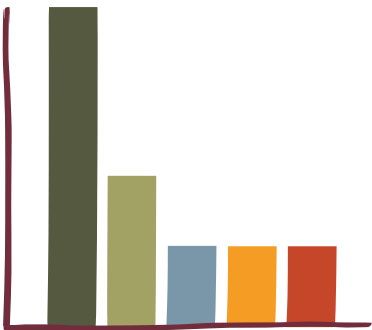
This workshop helped me with decisions I need to make in my work.



- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

PARTICIPATION

I would participate in a similar workshop in the future.



- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

Workshop impact and feedback

NEXT STEPS

Actions that I will now take for myself or my organisation:

- Closer engagement with livestock sector stakeholders.
- Collaboration and harmonisation among relevant partners.
- Continue lobbying on climate change.
- Give my attention to the three aspects (the present, the progress and the future) in any future exercise.
- Greater partnership with national institutions to better understand the challenges and opportunities.
- Have talks with colleagues on what I heard.
- Maintain focus and consistency.
- Move forward to implement action
- Share the ideas I got from the workshop with my staff and we will try to contribute to achieving the goal.





**“ The future
is bright.”**

— WORKSHOP PARTICIPANT

From challenging to encouraging

WHAT'S NEXT?

This report is intended not just as a report on the outcomes of the workshop, but also as a training tool for inspiring futures thinking in decision-making. PCSL Futures workshops have also taken place in Kenya and Uganda. The findings will be used as inputs for ongoing strategic conversations about the trajectory for livestock systems in East Africa.

RESOURCES AND FURTHER READING

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**RESEARCH
PROGRAM ON
Livestock**